

Leading a Highly Effective Team

Participant Guide

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Division of VDSS for the
2017 Volunteerism and Service Conference**

May 16, 2017



VIRGINIA DEPARTMENT OF
SOCIAL SERVICES



Organizational
Development

ACTIVITY: Team Successes and Barriers

Use this space to write down Team **Successes**

Use this space to write down Team **Barriers**

High Performing Team Characteristics

- Clarity of goals
- Defined roles
- Strong interpersonal relationships
- Clear communication
- Cooperative, not competitive
- Established ground rules
- Awareness of team process
- Effective decision making

Tuckman's Team Development Model

<u>Stages</u>	<u>Tasks/Behaviors</u>	<u>Leaders Role</u>
Forming		Team members rely on leader for structure
Storming		Leader under pressure - needs to be: supportive, listen, manage conflict, & explain decisions
Norming		Leader respected and acts as team member - shares leadership, helps build consensus and enables others
Performing		Leader gives projects, tasks and support - team operates on own

Role of the Team Leader

- Define the charter
- Build on strengths
- Set ground rules
- Develop a mission and goals
- Herd the sheep
- Break up fistfights
- Build bridges
- Take prudent risks
- Make the work fun
- Create freedom
- Assess performance
- Get something done

Role of the Team Members

- Show up on time for meetings
- Be prepared and complete assignments
- Give your opinion, even if it is unpopular
- Back off – be willing to compromise
- Be creative, introduce unusual ideas when team brainstorms
- Give credit to others for ideas and accomplishments

Effective Team Players – Top Ten

1. Demonstrates Reliability
2. Communicates constructively
3. Listens actively
4. Functions as an active participant
5. Shares openly and willingly
6. Exhibits flexibility
7. Cooperates and pitches in to help
8. Shows commitment to the team
9. Works as a problem-solver
10. Treats others in a respectful and supportive manner